

NCR Program 2002 Program Assessment Review Matrix

Area	Section- Page #	Recommendation	NCR Staff Comment	NCR Projects Comment
Overall Program	6-26	Keep Up the Good Work	Yes.	
	6-26	Maintain Local Funding <ul style="list-style-type: none"> Beyond six years. 	Yes, <ul style="list-style-type: none"> \$50,000 Annual renewal process for up to 4 additional years. Contingent on performance. Requirement of realistic leverage requirement. Staff suggestion of \$10,000. 	Yes, <ul style="list-style-type: none"> 1 year intervals make future planning difficult. 2 year intervals may be more realistic. Offer enhanced training in fundraising and grant writing to Project Coordinators.
	6-26	Expand the NCR Program <ul style="list-style-type: none"> Stimulate group with energy of new local district projects. Continue with Partnership Project designation to seed new nonprofits. 1 to 3 new Partnership or Revitalization Projects each year for expected 5 to 10 additional projects in next 5 yrs. NCR staff in field office of a City initiated Partnership Project. 	<ul style="list-style-type: none"> 2001 program review as adopted by Council allows for open application cycle to accept 2 new Partnership Projects per year and promote one Partnership to Revitalization Project per year. Work with existing Revitalization Projects to identify expansions as separate Partnership Projects. Develop process to promote new Revitalization Project. Need to develop Partnership Project application process marketing plan. City initiated project would take time to develop with careful integration to be accepted. Possible pilot project area on Hildebrand. Poll of the stakeholders prior to initiation. 	Yes, <ul style="list-style-type: none"> Current projects as primary focus. More Technical Assistance to current projects will help from spreading resources to thin in current areas. More guidance needed in strategic planning.

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Overall Program Continued	6-28	<p>Develop Specialty Capabilities and Enhance Training. Suggested Topics:</p> <ul style="list-style-type: none"> • Managing a sophisticated non-profit. • Operating a CDC. • Developing a Fundraising Plan. • Corporate Sponsorship for events & Progs. • Writing, obtaining & managing foundation & government grants. • Providing Specialized consulting to business owners. • Business Recruitment. • Managing Economic Development Projects, especially real estate development.. • Coordinating public and private improvement projects with multiple government entities. 	<p>Sources:</p> <ul style="list-style-type: none"> • Non Profit Resource Center • Local Initiatives Support Corporation • Assn. of Fundraising Professional & NPRC • Veteran Peers & Event Coordinators • NPRC & Texas Historical Commission Grant Writing Workshops • Small Business Development Center (Explore how to maximize) • Jon Schallert & Texas Main Street Program • Banks, NCR Staff • NCR Staff <p>Other Action Steps:</p> <ul style="list-style-type: none"> • NCR Program should evolve expertise in area of real estate finance, development and management. • Facilitate attendance at conferences such as TDA, NMSP, IDA, etc. • Work w/ Project Staff & Boards to understand issues related to low attendance and improve project participation. 	<p>Yes,</p> <ul style="list-style-type: none"> • Real Estate finance, development and management training desperately needed. • Training needs to be pertinent and relevant to goals of individual projects. • Comments tie in with Nurture Network Leadership (matrix page 7 of 14) comments with boards acting as resource.

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Overall Program Continued	6-28	Offer Customized Training to Individual Districts.	Yes, <ul style="list-style-type: none"> Target both boards and businesses Needs should be identified by Project Coordinators. Due to knowledge of district they are best to ID. NCR Program should assist with group assessment to identify needs. 	
	6-28	Rein in the Bureaucracy <ul style="list-style-type: none"> Develop Task force to review the reporting packages and determine if process can be streamlined. 	<ul style="list-style-type: none"> NCR Staff will develop billing package and performance measure manuals and hold workshops on rationale & procedure. Projects will work with NCR Program Staff on development of manual. 	<ul style="list-style-type: none"> 2 groups out of 8 call for reduction in paper work associated with reimbursement process. 1 group out of 8 mention of “too much energy expanded just keeping track.” “Yes, ‘drain’ the bureaucracy!”
	6-29	Reposition Program Style; Emphasize Program’s Roles in: <ul style="list-style-type: none"> Technical assistance and coaching Advocacy within city government Problem solving Training 	Yes, <ul style="list-style-type: none"> Initiation of “kinder gentler” NCR Program. See comments for Enhance Program Visibility(matrix page 4). See comments for Enhance Interdepartmental Coordination matrix page 6) See comments for Offer Customized Training to Individual Districts (matrix page 2) Actions: <ul style="list-style-type: none"> Review & rewrite brochures as necessary. Review and rewrite new project recruitment material. NCR Staff to focus on being “Project Partners” and spend more time with coordinators getting to know district. 	Yes, <ul style="list-style-type: none"> Allow for flexibility in program. Each area is unique and requires individual direction. Role of oversight doesn’t allow for “true” partnership.

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Overall Program Continued	6-29	Enhance Program Visibility By: <ul style="list-style-type: none"> • Creating annual awards banquet. • Updates to Council twice a year. • Quarterly Presentations to program partners. • Publish Annual Report. • Newsletter to wider audience. • Press releases several times a year. • E-mail quarterly updates to program partners. • Enhance web site; post card invite once completed. 	Actions: <ul style="list-style-type: none"> • Staff developing sponsor package. • Once a year at B Sessions. • To promote NCR, business recruitment, Operation Facelift. • In Dec. on prior FY. Mail with fall newsletter; post on web; find underwriter. • Currently revamping mailing list with projects assistance. • In conjunction w/ operation facelift, award banquet, annual report, etc. • Three times a year to department heads and department point person. • Include NCR org chart, key city partners, photos, training notices, networking agendas, coordinator info and links to projects' web site. • Get matching ordinance for new banner program in NCR districts. • Train boards on their Project, the NCR Program and their roles in the overall network. 	Yes, <ul style="list-style-type: none"> • A must do for NCR and each project area. • NCR Awards great opportunity to highlight success and raise awareness. • Awareness of achievements NCR Program as a whole and individual districts not as strong as should be. • Too much done without fanfare or adequate participation of City and local media.
	6-30	Invest in the Long Haul <ul style="list-style-type: none"> • Commercial Revitalization is a long term investment. • Recommended 6-10 years. 	<ul style="list-style-type: none"> • See comments for Maintain Local Funding (matrix page 1). • See comments for Enhance Program Visibility (matrix page 4). • Adjust expectations in recognition of long term nature of projects. 	<ul style="list-style-type: none"> • 6-10 years more realistic. • NCR areas high priority in bond process. • Create United Way type umbrella for inner-city development.

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Overall Program Continued	6-30	Develop Funding Tools <ul style="list-style-type: none"> City to develop Funding tools to support commercial revitalization. City to seek alternatives to use of CDBG by trading for General Fund Place high priority on NCR area bond projects. Develop stronger partnership between NCR districts & corporate/foundation community. 	<ul style="list-style-type: none"> City to do pro-forma on TIF & BID to determine financial feasibility. Future bonds should propose NCR projects as a package deal and be advocated internally to management team and elected officials. Work with projects to promote and educate public with impact neighborhoods at neighborhood and community meetings. Convene Mayor's Forum on Inner City Reinvestment. NCR and Projects to develop invite list. Neighborhood Empowerment Zones 	<ul style="list-style-type: none"> More PR from NCR Staff about goals of program will help individual projects in their fundraising efforts.

Note: All comments made by NCR Staff and Projects are meant for discussion purposes only. The comments do not represent any approved changes at this time. Some Project groups may have made comments to recommendations for other project areas.

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Overall Program Continued	6-31	<p>Enhance Interdepartmental Coordination</p> <ul style="list-style-type: none"> Identify point people in vital departments. <p>Adopt neighborhood plans for all NCR Project District areas.</p>	<ul style="list-style-type: none"> See comments for Enhance Program Visibility (matrix page 4). <p>Departments to be involved:</p> <ul style="list-style-type: none"> Public works: <ol style="list-style-type: none"> Capital Projects Traffic Parking Streets & Drainage Engineering Streets & Drainage Maintenance Planning: <ol style="list-style-type: none"> Urban Historic Development Services <ol style="list-style-type: none"> Zoning Code SAPD Fire Plan Review Asset Management <p>Yes:</p> <ul style="list-style-type: none"> Inventory with Planning Department. Encourage Projects to partner with neighborhoods on applications for future CNBP application rounds. 	<ul style="list-style-type: none"> All City Staff should have a basic understanding of goals of the NCR Program.

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Overall Program Continued	6-32	Consider an Operation Facelift Makeover <ul style="list-style-type: none"> Evaluate any impediments to Operation Facelift and adjust program as appropriate. 	Yes, <ul style="list-style-type: none"> Discuss with Project staff to find impediments. Poll of users and other area businesses on impediments. Establish priority zones. Partner marketing efforts with banks, etc. Use Revolving Loan Fund to assist with match and cash flow impediments. 	<ul style="list-style-type: none"> Up front costs may be prohibitive. Establish partnership with loan agency to facilitate match. Make available to nonprofits in NCR areas. Pay for paving.
	6-32	Nurture Network Leadership <ul style="list-style-type: none"> Build on current networking efforts. Pursue initiatives as a group. Find ways to benefit from economies at scale through group procurement processes. 	<ul style="list-style-type: none"> District specific training to allow for informal and interactive nature. Utilize projects internal expertise of referenced subject matter. Monthly networking meetings for coordinators and quarterly networking for all boards to encourage interaction. Compile and distribute a list of areas expertise available from board and staff. Encourage inter-project expertise lending. Train boards on their Project, the NCR Program and their roles in the overall network. 	
Fort Sam Gateway	4-10	Advocate opening New Braunfels through the base.	Yes.	CERA is assisting as well in this endeavor.
	4-10	Develop a neighborhood-based revitalization plan.	Yes, in coordination with Planning Department and Government Hill Alliance.	
	4-10	Rehabilitate buildings for offices and services, or possibly antiques stores.	Yes, expand Operation Facelift to Partnership Projects, but limit the number of grants per year.	

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St. Paul Square	4-11	Secure TIRZ funding for marketing.	No, compete to be Revitalization Project and use NCR funds to augment with inner-city TIRZ and possibly BID funding for special events, small capital projects, etc.	Not sure that TIRZ funding is possible to obtain.
	4-11	Expand the boundary area to include properties between Center and E. Houston Streets.	Yes, see map during June 11 discussion meeting. Suggestion is backed up in Market Study in which focus group participants were already associating this area with St. Paul Square.	Yes, <ul style="list-style-type: none"> • Feel that changes are beneficial to all involved. • CERA supports, but wants to keep Wong's Art Bar and Fredrich building because of upcoming Texas Main Street Program application.
CERA	4-12	Clarify vision and goals as they relate to neighborhood commercial revitalization. <ul style="list-style-type: none"> • Work plan and goals for each NCR funded district. • Identify highly visible and easy to implement projects. 	<ul style="list-style-type: none"> • Yes, CERA to assign one coordinator each to Easttown @ Commerce and to Houston Street. (to be known as N. New Braunfels). • CERA should identify and assign non-NCR staff to non-NCR area redevelopment projects. 	Addressed in Arena Area Community Plan, TIRZ Application and scheduled board retreat.
	4-12	Seek CDC training and technical assistance.	Yes, CERA and NCR Program to develop. <ul style="list-style-type: none"> • CDC operations and real estate development. • Suggest contacting LISC. 	From whom? Pertaining to what?
	4-12	Work with the City to promote Operation Facelift: <ul style="list-style-type: none"> • Affordability of match requirement. • Conduct poll of businesses. 	Yes, <ul style="list-style-type: none"> • CERA to implement a poll & present findings in conjunction with Consider Operation Facelift Makeover (matrix page 7). • Consider augmentation of existing Revolving Loan Fund to facilitate match requirement. 	
	4-12	Reexamine boundary areas.	Yes, see maps provided at June 11 th meeting.	Agree with East Houston/New Braunfels recommendation.

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EastTown @ Commerce	4-13	Continue efforts to revitalize the area around the Friedrich Building.	Yes, see Recommendations on Clarify vision and goals as they relate to neighborhood commercial revitalization and Reexamine boundary areas (matrix p.9). If associated comments are implemented then area would revitalize.	Commitment to do so in TIRZ application.
	4-13	Promote cultural tourism. Promote cemeteries as part of local history and African-American History tours.	<ul style="list-style-type: none"> • Yes, seek Historic Texas Cemetery designation through Texas Historical Commission. • Work with CVB to develop tours of historic homes and landmarks of East Side. Link to Ellis Alley project and St. Paul Square in the development of the tours. 	<ul style="list-style-type: none"> • Planning to apply to Texas Main Street Program. Working with Office of Cultural Affairs to develop Eastside Neighborhood Tours.
Historic East Houston	4-13	Focus on New Braunfels Avenue.	Yes, see maps provided at June 11 th meeting.	Agree.
New Light Village	4-14	Fund revitalization efforts through TIRZ as a light industrial zone.	<ul style="list-style-type: none"> • Yes, terminate contract and remove from NCR Program. • If it stays in NCR Program, needs own coordinator and possibly new, smaller boundaries. See map provided at June 11 meeting. 	
Southtown	4-14	Hire an executive director.	Yes.	Done.
	4-15	Address funding constraints: <ul style="list-style-type: none"> • Diversify funding. • Create BID, Collecting Membership Dues. 	Yes, explore entering into Downtown BID when BID renewal comes.	BID a possibility. Committee to investigate how to meet the needs of residential concerns as well.

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Southtown Continued	4-15	Create two districts.	No, <ul style="list-style-type: none"> See map provided at June 11th meeting. See comments for Maintain Local Funding (matrix page 1). 	<ul style="list-style-type: none"> No to separate person or group. Political results of going after 2 rounds of funding. Recognition of the differences of two areas.
	4-15	Pursue TIRZ funds.	Yes, Southtown needs to designate their board appointment again and actively pursue appropriate funding.	New designee could possibly be the new Executive Director.
	4-16	Address business needs.	Yes, this will be addressed with the hiring of a new Director.	New Director should focus efforts on S. Presa and S. St Marys to gain their participation.
	4-16	Use the Web Site for economic development.	Yes, needs to be available for not only visitor interest but recruitment as well.	
	4-16	Work with the City to evaluate Operation Facelift.	Yes, <ul style="list-style-type: none"> Southtown to implement a poll & present findings in conjunction with Consider Operation Facelift Makeover (matrix page 6). Not having an Executive Director possible cause of no recent applications. 	<ul style="list-style-type: none"> Recognition of improvements and grab attention. How can similar program reach residents. Streamline program for projects under \$2,000.
	4-16	Start publishing the newsletter again.	Yes.	
	4-16	Formalize the management of First Friday.	Yes.	Yes, <ul style="list-style-type: none"> Need to encourage business community to take personal control. Discuss with attorney what consequences may be of taking control of First Friday.
	4-17	Develop a market vision for Southtown.	Yes.	

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Deco District	4-17	Increase communication to and participation of district businesses.	<ul style="list-style-type: none"> • Renewal of NCR fundamentals. • Recognize there is more than Travis building. • Project needs to be more one on one with businesses. • Project should include more businesses on board and nurture relationships with businesses not on the board. • Renew mailing list. • Use Operation Facelift survey as pretext to meet with businesses. • Board needs to realize importance of regular monthly meetings to address NCR issues and to keep businesses involved and active in participation. • Boundaries too big for effective communication, consider contracting. See map provided at June 11th meeting. 	
	4-18	Work with the City to attract new funders to the NCR Program.	Yes, CDC to actively participate in city initiated efforts and initiate efforts independent of City.	Willing to participate. Looking to city for next step.
	4-18	Increase marketing and promotion of district businesses. <ul style="list-style-type: none"> • Special Events. • Cool Crest Tourney is a fundraiser not promotion. 	Yes, <ul style="list-style-type: none"> • Refocus on NCR fundamentals. • Effort of coordinator, board and volunteers. • Size of area makes finding a commonality of businesses difficult, consider contraction. 	Agree that more is needed. May seek guidance from other CDCs for examples of their marketing efforts.

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Deco District Continued	4-18	Work with the City to promote Operation Facelift: <ul style="list-style-type: none"> Complaints in area include too much paper work and Davis-Bacon wage requirements cause added expense. 	Yes, <ul style="list-style-type: none"> CDC to implement a poll & present findings in conjunction with Consider Operation Facelift Makeover (matrix page 6). Target one “doable”, visible project to implement to dispel rumors and perceptions. 	CDC could organize meeting with area businesses to discuss problems and suggestions about Operation Facelift.
	4-19	Seek CDC training and technical assistance.	Yes, CDC and NCR Program to develop.	Strongly agree.
	4-19	Seek additional staff time and resources for real estate development and marketing.	<ul style="list-style-type: none"> Expansion and reorganization of board membership should address. CDC needs to refocus existing staff on NCR fundamentals including marketing and promotions. Convene Marketing/Promotions Committee to develop marketing plan and implement suggestions herein and include implementation strategies. 	Strongly agree.
Austin Highway	4-20	Pursue a TIF district.	<ul style="list-style-type: none"> Questions over financial feasibility and timing of TIF. BID possibly more appropriate. However, would require better more consistent long-term relationships with businesses in order to achieve the required consensus and property owner approval. Master plan with TXDOT would allow identifying other funding opportunities. 	<ul style="list-style-type: none"> Is a TIF really viable here? Research needed first.
	4-20	Incorporate the logo into signs and marketing materials.	Yes.	<ul style="list-style-type: none"> Plan to include in upcoming pieces including window decal.

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Austin Highway Continued	4-20	Encourage façade improvements.	Yes.	<ul style="list-style-type: none"> Schedule an application workshop. Concern of making the match in a weak economy for the small businesses in the area.
	4-20	Assist businesses: <ul style="list-style-type: none"> Small business technical assistance & training. Quality attention to independents. 	Yes, <ul style="list-style-type: none"> Strengthen mom & pops market niche to help strengthen among the big boxes. Raise visibility through media contacts & press releases. 	<ul style="list-style-type: none"> Currently facilitating the development of a merchants association.
	4-20	Seek training in real estate development, business recruitment, planning and revitalization.	Yes, AHRP and NCR Program to develop.	
Midtown	4-21	Promote successes.	Yes, <ul style="list-style-type: none"> Periodic non-event press releases. Unveilings to celebrate Operation Facelift project completions. Revamp newsletter. 	
	4-21	Engage property owners.	Yes, seek through board outreach efforts.	Yes, <ul style="list-style-type: none"> Chris Madrid example for Classic Days. Parking situation and Road Construction are ways to get businesses involved.
	4-22	Assess building needs.	Yes, utilize existing resources such as Texas Main Street Program Architect.	Yes, <ul style="list-style-type: none"> The design charrette planned for Blanco Rd. construction could lend itself to addressing this. Perhaps develop an Operation Facelift Structural Improvements Fund.

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Midtown Continued	4-22	Pursue additional bonds and explore TIF and BID potential.	Yes, <ul style="list-style-type: none"> Currently in 2003 bond package. Feasibility questions regarding TIF & BID. 	Yes, this is a politically hot topic and could be helpful to at least explore.
	4-22	Expand to Hildebrand.	No, <ul style="list-style-type: none"> Funding beyond six years should address this need. NCR Program should engage Midtown on working with Hildebrand merchants on developing separate Partnership Project. 	No, <ul style="list-style-type: none"> Interest low on part of Hildebrand merchants regarding merger. More interested in independent merchant's association. Work to partner with the businesses on promotions, etc.
	4-22	Study the parking supply.	Yes, work to maximize with bond project.	Yes, <ul style="list-style-type: none"> Address as district wide program not just individual business need. Shared parking that invites visitors to use a space to visit the district not just one business.
	4-22	Reinvigorate the board.	Yes, <ul style="list-style-type: none"> New board is vast improvement. Need to put thought into the best allocation of at large members based on needs. Need to engage property owners through board outreach. Monitor staff implementation of work plan goals and deadlines. 	Yes, <ul style="list-style-type: none"> Utilize help of area schools, churches, neighborhoods, etc. All of the recommendations point to areas of expertise that are needed on the board. Develop nominations committee now to begin search for new members.
	4-22	Revisit the Main Street Resource Team Report.	Yes, <ul style="list-style-type: none"> Board needs Strategic Planning exercise with Texas Main Street Program. Fiscal '04 Work Plan due to NCR in August, 2003. 	Yes, other Main Street Programs in the area have success stories to share.

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Presa Real	4-23	Reexamine boundary areas: <ul style="list-style-type: none"> Extend North on S. Presa into Southtown district. 	No, stick with the original plan to continue revitalization efforts south ward along S. Presa. See comments on Seek additional NCR designations below.	
	4-24	Seek CDC training and technical assistance.	Yes, Presa Real and NCR Program to develop.	Board willing to work to find sources.
	4-24	Seek additional NCR designations.	Yes, as originally envisioned. Seek Partnership Project status for a workable area south of Highway 90 prior to end of current Presa Real project area funding cycle.	Currently exploring possible target areas and level of support for work in those areas.